

Broome County

Integrated County Planning

Investing our resources to build strong families and communities

Five Year Report
1998-2003

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INTRODUCTION

The Broome County Integrated County Planning Team (ICP) is devoted to creating change in the methods and processes used to plan for human services in the Broome County community. ICP's mission is to establish and maintain an integrated, interagency planning process that will effectively guide the allocation and management of resources. ICP is committed to a multidisciplinary approach to planning that embraces coordination, collaboration, and communication as core principles and considers planning across the lifespan.

The ICP team was established in early 1998. The leadership of several human service departments within Broome County government had expressed a concern over several systemic issues within the broad realm of human services. Although they considered Broome County to be a socially responsible community rich in innovative human services, they also believed that their efforts and resources were fragmented, exclusionary, and in some instances, duplicative. This in part is due to the fact that human services as a whole has developed as a series of systems that correspond to discrete problems and/or specific populations of people. As a consequence, a "health and human services industrial complex" has evolved which creates an environment in which many organizations, functioning autonomously in many diverse areas, produce unintended and contradictory results. One such result is a myriad of systems and planning processes, which rely heavily on compliance with regulation rather than improvement in the lives of consumers. In addition, separate and conflicting eligibility standards and rules governing the expenditures of funds often work against comprehensive service delivery.

Broome County leaders noted that despite a desire to coordinate and collaborate, and numerous documented successes at the program level, there was still no real integration at the administrative level. They desired a mechanism for coordination and collaboration that would improve their ability to manage their human service resources to control costs and improve outcomes for the children and families. In 1998 Integrated County Planning funding became available through the NYS Office of Children and Family Services. The leadership of the county recognized an opportunity to change the way the county has historically planned for services and jointly applied for the grant. They were awarded a five-year contract to integrate planning processes at the county level. The ICP team was formed in 1998 and has been meeting regularly since then. The team continues with a high degree of energy and enterprise.

Since its inception, ICP has worked toward a number of different initiatives and has accomplished a wide range of noteworthy achievements. As a result, ICP has created a mechanism for planning in which coordination and collaboration flourish and creative problem solving is achieved. In addition, the team has created a process that is sustainable beyond the five-year grant period. We are proud of the work this team has accomplished together and believe we have created a model process that can be replicated in other communities.

This five-year report sets out to document the achievements of the ICP team and the ICP process. The report is divided into five main sections which involves the following: a description of the membership of the ICP team, the ICP vision, summary of ICP accomplishments, key learnings regarding the process to date, a discussion of the barriers and challenges that the team faced, and a brief description of the goals of the future. The appendix highlights the numerous linkages ICP has established with other planning bodies in the county.

MEMBERSHIP

In 1998, the original ICP team consisted of the leadership of the following county departments: DSS, Health Department, Mental Health, Probation, Office of Employment and Training and the Youth Bureau. In addition to the departmental leaders, Tom Hoke, Deputy County Executive, was an instrumental member of the team and his consistent presence helped to keep other county leaders at the table.

The original grant application called for the inclusion of other community leaders; however, as the team began meeting, it became apparent that too much work had to be done internally within the county before any other organizations became involved. This proved to be a wise decision. After several years of meeting, the team requested the Office for Aging join the team to complete the integration of planning for services across the lifespan. In addition, leaders from the United Way of Broome County, the Hoyt Foundation and the Community Foundation were asked to join the team. Most recently, the Broome County Information Technology Department has been asked to join the team to assist in the long term application of technology to planning processes. The team has deliberately limited membership to the major funding sources within the county. This has enabled the team to focus on integration of planning and resource allocation processes. Although team membership has been limited, the team has developed communication methods to communicate with other agencies and consumers in the community and will continue to develop linkages with service providers around the county.

The original ICP team chose not to hire a coordinator to perform the work of the team. Instead, they chose to hire consultants to assist them in achieving their various goals. Since the inception of ICP, several consultants have been hired to perform a variety of tasks on behalf of the team. Choosing not to hire a full-time staff member to serve as coordinator, as is traditionally done with specialized grant funding (and in many other ICP funded programs), provided the team with more flexibility and a greater ease in continuing ICP functions after the funding expired.

The following describes the current membership of ICP as well as a list of those individuals who previously served on the team at some point during the past five years. We would like to acknowledge in particular, founding members, Tom Hoke, Chip Houser, Liz Hickey and Nancy LeBlanc for their foresight and dedication to the process. Their leadership and vision established ICP and has been a guiding force throughout the past five years.

CURRENT MEMBERS OF ICP (as of June, 2004):

Kathy Bunnell, Director, Broome County Office for Aging
Katie Cusano, Deputy Commissioner, Broome County Mental Health Department
Claudia Edwards, Director, Broome County Health Department
Karen Foley, Youth Services Specialist/RHY Coordinator, Broome County Youth Bureau
Therese Haines, Executive Assistant, Broome County Executive's Office
Donna Hill, Program Officer, Community Foundation for SCNY and Hoyt Foundation
Erik Jensen, Director of Allocations and Planning, Broome County United Way
Arthur Johnson, Commissioner, Broome County Social Services and Broome County Mental Health Department
Dick Lindhorst, Director, Broome County Office of Employment and Training
Nancy McGraw, Deputy Director, Broome County Health Department
Kim McKinney, Director, Information Technology
David Nemecek, Director, Broome County Probation
Karen Perkins, Deputy Director, Broome County Social Services
John Spencer, Executive Director, Broome County United Way

Ann VanSavage, Director, Broome County Youth Bureau

Consultant: Karel Kurst-Swanger, Ph.D., Assistant Professor, Department of Public Justice, Oswego State University

PREVIOUS MEMBERS OF ICP (1998-2003):

Terry Cole, SICA Coordinator, Broome County Mental Health

Patricia Davis, Coordinator of Children and Youth Services, Broome County Mental Health

Thomas P. Hoke, Deputy County Executive for Health & Human Services

Dave Harnan, Deputy Director, Broome County Office of Employment & Training

Elizabeth Hickey, Deputy Commissioner, Broome County Social Services

Robert (Chip) Houser, Commissioner, Broome County Department of Social Services

Nancy LeBlanc, Director of Staff Development and Planning

Sue Seibold Simpson, Acting Director of Public Health, Broome County Health Department

Pat Snieska, Director of Public Health, Broome County Health Department (resigned)

John Sterlacci, Community Building Specialist, Broome County United Way

Chuck Wolford, Director, Broome County Health Department

Consultants:

Surinder S. Kahai, Ph.D., Associate Professor, School of Management, Binghamton University.

George Bobinski, PhD., Associate Dean, School of Management, Binghamton University.

Kristen Faust, graduate student, School of Education and Human Development, Binghamton University.

THE ICP VISION

Like other organizations, part of our planning process has involved the articulation of what we are all about and what we hope to achieve as a group. The following describes our stated vision, mission, and the principles that have guided our view of integrated planning over the past five years.

ICP Vision Statement: *Investing our resources to build strong families and communities*

Our ***mission*** is to establish and maintain an integrated, interagency planning process that will effectively guide us in allocating and managing our human service resources.

Guiding Principles - Our view of effective integrated planning is centered around the following:

- Coordination, collaboration, and communication with the broader community maximizes our ability to respond to the needs of our residents.
- A comprehensive needs assessment process should drive human service funding decisions.
- Our programs and services should build on the strengths of individuals and of our community.
- A multidisciplinary approach to planning provides the best opportunity to meet the needs of the community.
- Planning will address all areas of human development and family life (i.e., economic security, physical and emotional health, education, citizenship, and community).
- Consumer input is critical to the planning process.
- Funded programs and services will have empirical support and will be measured against outcomes.
- Technology enables and supports our efforts.

ICP Goals - Integration of the Broome County human service planning process:

- To improve the quality of life for Broome County residents.
- To promote science-based prevention strategies.
- To foster a rational distribution of resources based on needs, assessment, outcomes management and best practices.
- To build on individual and community assets.
- To support a community driven system.
- To meet community needs through involvement and empowerment of individuals and families.
- To promote change at the state and local levels.

ICP Outcomes (2000-2003):

- ✓ County-wide, comprehensive needs assessment.
- ✓ System for present and future collaboration to optimize resources.
- ✓ Technology supported decision-making.
- ✓ Funding decisions based on the results of needs assessment.
- ✓ System for involving the broader community in decision making.
- ✓ Outcome based model for all programs and services.
- ✓ Competition for funding.
- ✓ Involvement of consumers and community in the planning process.
- ✓ Monitoring mechanism for funded programs and services.

***SUMMARY OF ICP ACCOMPLISHMENTS
(1998-2003)***

I. Development of a locally controlled interagency planning process: ICP provided a planning structure for decision making, problem solving, resource sharing and consensus building.

Our ICP team was committed to improving the planning process and has substantially improved our ability to integrate planning across different agencies. We spent the first year adapting to each other and working together as a team for the first time in county government history. We conducted a self-study in which we examined county programs, services, and spending, state planning requirements for each county department, and developed an inventory of community-wide planning initiatives. We quickly developed a better understanding and appreciation for the programs, services, and regulations of each county department participating in this process. We discovered that although we are all part of the same county system, we do not speak the same language. Therefore, we had to pay attention to the definition of terms and meanings of words that vary from discipline to discipline. We came to realize that we share common struggles and successes and by working together as a larger county-wide team our coordination/cooperation can be a positive force in systemic change.

Although the self-study was a difficult process, it ultimately helped us to develop a strong team and prepared us to move forward toward integrated planning. Eventually we were able to add new team members and expand our membership to include the other major funders in the county. ICP truly became a forum to develop strong relationships and collaborative partnerships.

The personal contact afforded by the frequency of ICP meetings has been an important factor in the initiation of new collaborative projects and problem solving. ICP provides a “think tank” which leads to results. It serves as a forum for discussion and a venue for innovation. Participating agencies have joint ownership of problems and have developed joint solutions. The following list provides some notable achievements toward an interagency planning process:

- ICP has created a venue for discussion that can involve non-county agencies.
- Interdisciplinary discussions have led to learning across disciplines and enhanced the knowledge of all individual ICP members.
- Collaborative partnerships have been supported by ICP including programs in the following areas: Healthy Families NY, Dental program, early childhood services, drug prevention (SICA), PINS/JD task force (which was selected by the VERA Institute for future study), and the TAP survey, etc.
- The adoption of YASI as a common assessment instrument for probation, MH, and DSS. This has enhanced case level communication across different county departments.
- The Broome County Office for the Aging has joined the ICP team, providing a critical link to the needs of older residents. The Office for Aging brings its expertise in best practice planning to the ICP team.
- ICP provided a structure in which community agencies can present new ideas and grant initiatives. For example, the Invisible Children’s Project of the Mental Health Association, the COPC grant initiative through the School of Education and Human Development at Binghamton University, and the Homeless Coalition presented their project plans to ICP. ICP members were able to openly discuss their concerns and garner their support to such projects.
- ICP provided a structure to solve problems and brainstorm ways to remove barriers in a number of different circumstances. For example, the team openly tackled issues related to the SICA project, TAP survey, and the Invisible Children’s Project of the Mental Health Association. The team has worked to solve the funding dilemmas of individual agencies and programs through collaboration and coordination.
- ICP has sponsored a number of other community-wide planning forums such as the Adolescent Pregnancy Prevention Planning Forum, organized by the Mothers and Babies Perinatal Network. ICP, Coordinated Children’s Services Initiative (CCSI), and the Aging Futures planning initiative.
- ICP members have greater involvement with school districts.
- ICP supported/sponsored local conferences to meet critical community needs in the areas of family violence, gangs, and collaboration.

II. Improved Resource Allocation:

Since its inception, ICP has strived to improve its resource allocation process and to better link resources with community needs and to support evidence-based programming. Since ICP represents the major funders of family services in the county, prioritizing resources is a critical function of decision-making.

Notable achievements include:

- ICP regularly discusses upcoming funding opportunities available from state, federal and private sources. This has been formalized in a RFP spreadsheet which tracks grant submissions and awards. This spreadsheet is now available on the web at www.gobroomecounty.com/departments/icp.
- Conducted a financial analysis of spending on programs and services across the different county departments. The team has reviewed financial expenditures across ICP county departments and is working toward getting more accessible data on financial information.
- Touchstones was adopted as a framework in which to organize data.
- ICP sponsored the development of a social indicators database through the Homeless Coalition and the United Way. Over 80 social indicators have been collected and organized utilizing the touchstones framework. The social indicator database is now available on the web.
- ICP is entering its third year in supporting outcomes management. CCSI, a company from Rochester, was contracted to provide contract management services on 28 sub-contracts from Mental Health and DSS. This represents a cultural change for subcontractors and the county.
- The county has begun to support evidence-based programs in their purchase of service contracts. For example, a collective decision was made to convert Adolescent Prevention Services (at Catholic Charities) to Functional Family Therapy.
- ICP agencies have become more asset-focused in funding decisions.
- ICP provided financial support for the TAP survey.
- ICP developed a web-based process by which local organizations could request letters of support from county departments when seeking external funding. This process proved to be beneficial in a number of important ways. It has enabled ICP members to become better informed about what local organizations are doing, has assisted agencies in preparing better proposals, brought additional resources to the community, and added a competitive level to the process. A total of 33 requests have been processed from 11/03-5/28/04.
- An integrated DSS and Youth Bureau plan has been accomplished.

III. Created cultural change:

One of the most significant achievements of the ICP process has been cultural change. Cultural change has occurred on a number of different levels. Most notably, change has occurred in “how, where, and why” county agencies communicate with each other and with local providers. The team worked to infuse theoretical discussions within team meetings to challenge and inspire their thought processes and assumptions. The team remains committed to raising insightful and provocative questions to encourage “thinking outside the box.” Our improved communication has led to the beginning of a culture change that has enabled us to experience first hand the power of dealing with real issues collectively in the forum we have created during this process.

- ICP has interrupted the “culture of war” that existed between county departments in the past. ICP has renewed a spirit of coordination and collaboration among the human service departments and has greatly improved communication. Change can be observed among line staff as well.
- ICP has successfully maintained the membership of the foundations and the United Way as vibrant members of the team. This has resulted in the cultivation of an important relationship between county departments and other major funders in the community. All team members report being better informed.
- ICP has provided the county departments with an opportunity to speak with one voice, which has proven to be quite powerful. A positive image of county agencies in the community has emerged.
- ICP has sustained losses in the county and numerous staff changes in recent years. The ICP structure serves as an anchor for county departmental transitions during staff changes and budget crises. The team provides continuity, flexibility and support during stressful times.
- The County Executive’s Office is better connected to the work of human service providers and has begun to apply ICP model practices to other areas of county government.
- The successes of ICP are held in high regard elsewhere in NYS and have led to increased resources for local projects.
- ICP has assisted the Health Department’s planning processes which has ultimately lead to positive cultural change within this department.
- The ICP process has interrupted the existing view by local agencies that county funding is an entitlement with little accountability toward outcomes.

IV. Brought theory back into practice:

Another notable achievement of this process has been the infusion of a theoretical discourse to promote reform. This level of discourse is rarely achieved in bureaucratic settings, yet is critical to planning for enduring systemic change. This process has provided us the opportunity to discuss, debate, and conceptualize the future. We have continually asked ourselves challenging questions such as:

- What should the role of government be in the provision of services to children and families?
- At what level on the continuum of social problems should the county be involved? Should asset building be a county level service, or should we provide support to the community at large to provide for asset building?
- What does an integrated planning process really “look” like?
- Will there be flexible funding streams available to us to make integrated planning a reality?
- How is our “old” way of doing business getting in the way of truly enhancing the quality of life for our residents?
- What are the cultural norms of the “old” way of doing business?
- Do our programs and services follow best practice models validated by recent empirical research?
- Is the infrastructure of our county system capable of integrative planning?
- How do we conceptualize programs, services, and policy related to children and families?
- How do we cultivate a constituency for institutional reform?
- What role does technology play in our ability to plan, provide and deliver services in the Future?

V. Other accomplishments include:

In addition to the other accomplishments noted above, ICP has also achieved the following.

- More advanced thinking has occurred regarding how technology can support planning goals. ICP has been successful at being able to bring IT to the table to assist with various projects.
- Technological advancements have been accomplished including: email systems were created, computers purchased, and web page designed and implemented. Web address: www.gobroome.com/icp
- Conducted extensive data analysis to assist the planning process. The team completed a financial analysis of county programs and spending, collected and analyzed county level data within a Touchstones framework, and created a social indicators database that can be accessed from the web.

- Conducted a “collaboration and coordination” inventory early in the ICP process to identify gaps in linkages with the local community. This process identified a gap between county government and local school districts. The team continues to develop linkages with local school districts.
- The Youth Bureau was relocated and is now located inside the Department of Social Services building.

***SUCCESS FACTORS:
How and why has ICP been so successful?***

In addition to some very tangible goals, ICP set out to achieve cultural change and to develop a process for success. The following is a list of factors the team believes have been important to the overall success of ICP:

- *Frequency of meetings:* ICP meetings are held every two weeks. The team has met quite regularly over the past five years. Frequency of meetings has helped to keep agendas to a reasonable length and issues can be dealt in a timely manner.
- *Skill of facilitator:* Facilitator is responsible for keeping meetings and short term and long term agenda items alive. Facilitator assists the team in staying on track and ensuring the team moves in the direction we have mapped out. Facilitator is knowledgeable about human service issues. Her neutrality and ability to organize information has been an asset to the team. Having an “outsider” facilitate meetings is helpful to keeping meetings moving and discussions open and honest.
- *Use of consultants versus hiring a coordinator.* The team has been able to tap into a wide range of expertise and has been held responsible for the implementation of goals and objectives, instead of pushing all work on a coordinator. In addition, hiring consultants will provide the ICP team flexibility in continuing after funding from OCFS is no longer available.
- *Regular retreats:* The team continues to hold half-day or full-day planning retreats every 12-18 months. Retreats have assisted the team in recommitting to ICP goals to and set goals and objectives for the next year.
- *Review accomplishments regularly:* ICP reviews and documents accomplishments on a regular basis. This helps to re-motivate and rejuvenate the team toward achieving results and serves as a reminder of the work yet to be achieved.
- *Development of trust:* Meeting on a regular basis has enabled the team to establish a level of trust that is critical to achieving success in collaborative goals.

- *Keep meetings fun:* The culture of ICP meetings has evolved in which a sense of humor is critical to the functioning of the team meetings. Humor has helped the team remain committed and has been a positive force when dealing with difficult issues.
- *Right people at the table:* ICP has remained committed to keeping the decision makers at the table. Agency heads are members of ICP.
- *Involvement and commitment of the Deputy County Executive and his office:* his role, leadership and commitment was critical to the success of ICP and getting things accomplished. Once Thomas Hoke retired, the County Executive's Office, committed to the ICP process, assigned a representative to the team.
- *Team has remained solution focused v. problem focused.* Working together as a team has enabled us to work together to solve problems.
- *The team has worked to achieve a balance between formality and informality:* Any group that is intending to operate for long periods of time must learn to balance its group processes to achieve a balance between the appropriate time for formal and informal processes. Flexibility is required and has been maintained throughout the years.
- *The team has focused on both long term and short term projects:* The team was successful in adjusting its group process to accommodate both short-term and long-term projects.
- *Team members continue to challenge each other:* The culture of the team supports dialogue and debate on a wide range of issues. Team members support such dialogue in an effort to keep the process honest and to keep guiding principles in the forefront.
- *Team size:* The team has deliberately remained small. Although the team has evolved and grown since 1998 when the team was established, new additions to the team are made only after careful consideration.

KEY LEARNINGS

In addition to the achievements noted above, the Broome County ICP team has learned a great deal over the past five years. The following is a summary of some of these key points.

Attending to the process is important: The process we have been engaged in over the past five years has been a very productive one. We recognize that change is slow and difficult and therefore have chosen to meet frequently (every two weeks) while closely following a well designed work plan. In addition to regular meetings we have held annual retreats to review our progress and to refine our workplan. Our philosophy of process has taken on a "hands-on" or experiential approach whereby we have completed all of the work ourselves. Although this approach has taken more time, we have ownership over the process and the outcomes. The process has shown that when time is organized, directed and kept on track goals can be met. Our process is structured, yet flexible, allowing us the ability to develop and grow as we proceed.

Even our diversions and/or missteps have been able to be successfully incorporated at other points in the process. The facilitator model worked exceptionally well in this process.

We appreciate the vast resources at our disposal: Through this process we have come to appreciate the vast resources filtered through our county government and have realized that we do have the financial resources to improve the lives of our children; however our “system” reinforces duplication and fragmentation of service. Additionally, our system has not demanded accountability in outcomes. Also we have found that there are a few organizations in the community monopolizing the majority of county dollars (through direct contract and Medicaid funding). Our system has encouraged the fragmentation of service provision, although this has often been driven by mandate, regulation, and funding. Planning and service strategy has been made difficult by the rigidity of categorical funding. Our future ability to integrate planning will require that we pay closer attention to whom we are funding, what we are funding, and to whether we are getting the results we desire. We will need to be released by the “bonds” of categorical funding to successfully designate money to meet the needs of the community.

Institutional practices must be reinvented: Changing our “culture” and our ways of thinking has been the most challenging aspect of our work over the past five years. We constantly remind ourselves to “think outside of our boxes” in order to achieve new levels of creativity and alternative ways of viewing problems. We realized that if we wanted to change the behavior of our subcontracting agencies we had to change our behavior first.

We are more aware of where we need to develop better community linkages: Our analysis has clearly demonstrated that we lack linkages with the schools and with agencies that generally provide for the overall developmental needs of children, especially agencies that focus on building assets. Developing linkages in a variety of ways with these institutions will be our top priority in years to come.

It was important to have the right people at the table: Part of our success has been having the right people at the table. For example, Tom Hoke, Deputy County Executive, was instrumental in getting everyone to the table to work on difficult issues. Without his support, guidance and presence, it may have been difficult for the team to overcome some of the difficult processes in the first several years.

Change must occur at the state level: State planning requirements are completely uncoordinated and there is a need to define the role of the state in achieving desired outcomes. ICP is needed at the state level. What most state agencies require of the local government units is not authentic planning, but more documentation of workload and function. Our experience mirrors the findings of Miesing and Anderson (1991) who found that New State Agencies were consumed with “operational” planning and political maneuvering, not true strategic planning¹. It would be helpful if the State could provide leadership around integrated planning issues. We would like to suggest that the State begin examining the barriers to integrated planning. A state government that was willing to remove the state-level barriers that currently reinforce fragmentation and inflexibility could enhance our effectiveness.

¹ Miesing, Paul and Anderson, David F. 1991. The size and scope of strategic planning in state agencies: The New York experience. *American Review of Public Administration* 21(2): 119-133.

Our analysis has demonstrated the following key learnings about the current planning process:

- State planning requirements across state agencies is inconsistent.
- Funding is often not related to needs assessment or the actual needs of the community.
- Not all plans are required to be outcome based.
- Plans provide little opportunity for service provision to be linked to state of the art practices and validated research.
- Categorical funding provides for too much labeling of distinct populations and limits the ability of counties to respond to the actual needs of the community.
- Most of the plans are locked into a 3-5 year planning cycle, making it difficult to respond to the local, state, and federal political and social changes.
- State Education Law guides some plans, yet the Department of Education is not part of this ICP process.

BARRIERS/CHALLENGES

Overall the ICP team has been able to move forward toward its goals despite some barriers and challenges. Some challenges were easier to overcome than others; however, the following describes some of the issues the team has attempted to grapple with over the past five years.

- One significant barrier has been the state contracting process. Each year of the Integrated County Planning grant process a new contracting challenge was presented to the counties by the state. For example, in year five, counties were not informed until mid-year if the funding was to be appropriated, yet were unable to roll over their funds into the following fiscal year.
- The state planning requirements have not taken the bold step to actually integrate the plans for the Youth Bureau and DSS, although that was one of the main purposes of this grant process. Therefore, the current plan is a joint plan, not a truly integrated plan. This is very disappointing.
- We experienced significant turn-over in administrative positions within key departments during the past five years due to county cut backs, staff reassignments and retirements. This provided a challenge to the team to be able to transition and continue to move forward as a team although at some times, the turnover was extensive. We have developed an orientation manual to assist new ICP members in becoming acclimated to the ICP process. In some ways, the regularity of ICP meetings became a helpful, stable factor during stressful times.
- In addition to the challenges inherent in working within inter-governmental layers of bureaucracy, some basic county government infrastructure issues surfaced as a challenge. For example, the County utilizes an accounting program called FAMIS which is rather antiquated and does not provide the flexibility to maneuver data in a way that would be helpful to ICP team members.

- Technology, or perhaps more appropriately, our lack of technological advancement has presented the team with numerous challenges. Today all team members have computers and access to email and the web . ICP has a webpage and we have begun to use the web in our interactions with service providers. Technology will continue to be a challenge.
- We lack some knowledge on data analysis and information management that we need to develop within our staff. We have had to rely on consultants to assist with this area and have recognized our need to develop these skills internally.

THE FUTURE

Although funding from OCFS has expired as of 12/31/03, Broome County ICP will continue to work on a limited budget. Team member agencies will each contribute a small amount to cover the costs of the facilitator consultant for the upcoming calendar year. The following is the workplan for 2004.

- Discuss workforce/staff development issues to meet future organizational needs.
- Continue to improve our ability to effectively use and develop technology.
- Strengthen linkages with Binghamton University and Broome Community College.
- Continue with progress on social indicator database.
- Continue to develop linkages with area schools.
- Develop a marketing strategy for ICP.
- Apply for the Positive Youth Development grant initiative from OCFS.
- Provide leadership around human services issues county-wide. Discuss the viability of hosting a meeting of coalition representatives to improve coordination and information, perhaps on a quarterly or semi-annual basis.
- Discuss the consolidation or integration of county departments' advisory boards/council meetings.
- Educate the legislature and general public: marketing of "human services" to larger community.

ICP LINKS WITH OUR COMMUNITY

